

Foundation of Group Behaviour

INTRODUCTION

When we study management, we carry out planning for the organization. One of the most important elements of planning is to set objectives depending upon the resources available. The organizational objectives are later categorized into departmental objectives and group objectives. What we have done in the process is division of work. To accomplish the organizational objective, each group has to accomplish its group objective so that a “whole” can be achieved by co-ordinating various activities of groups. It is therefore division of work and coordination, that provides synergy to the organization. Let us take an example of automobile industry for which the yearly target is producing 10,000 cars. The engine department has to produce 10,000 engines, body manufacturing department has to make 10,000 car bodies. chassis manufacturing department have to make equal number of chassis. This work is also divided into monthly, weekly and daily basis and further broken down to group levels. It is therefore important that at lower level, the accomplishment of group objective will contribute towards achievement of organizational objectives. If there is lack of coordination of various group activities, an end product can not be attained and the organizational goals can not be effectively achieved. Thus as Uma Sekaran¹ has stated that “the synergy is a function of both division of labour and coordination of activities in organizations since group provide synergy through specialization and coordination, they are integral to the organizations functioning. There are socio psychological factors which come into play when a particular work is undertaken by the group. Personal objectives or interest have to be kept aside for the over all group objectives.”

Understanding Group

A work group is collection of two or more individuals, working for a common goal and are interdependent. They interact significantly to achieve a group objective. For a manager it is difficult to manage group because of varied nature, personality traits, attitude of individuals and personal interest in the group job the group members display. It is therefore important for managers to understand group member behaviour and deal effectively with the group because of the synergy they provide. Manager should be able to achieve not only group objective but should be able to fulfill individual objectives within the overall organizational frame work.

Group members should be able to achieve greater (volume and quality) than the sum total of individual contribution. This is achieved by joint idea generation, finding out various courses open, and selecting and implementing the best course of action. Because of the joint efforts of the group, it possible to use skill, knowledge and experience of group members to achieve quality decisions and achieve group goals. Fred Luthans states that if a group exists in an organization, its members :-

- Are motivated to join
- perceive a group as unified unit of interacting people
- contribute to various amounts to the group processes
- reach agreement and disagreements through various forms of interaction.

Types of Groups

1. Formal Group

A typical group layout is given at Figure 10.1 below:

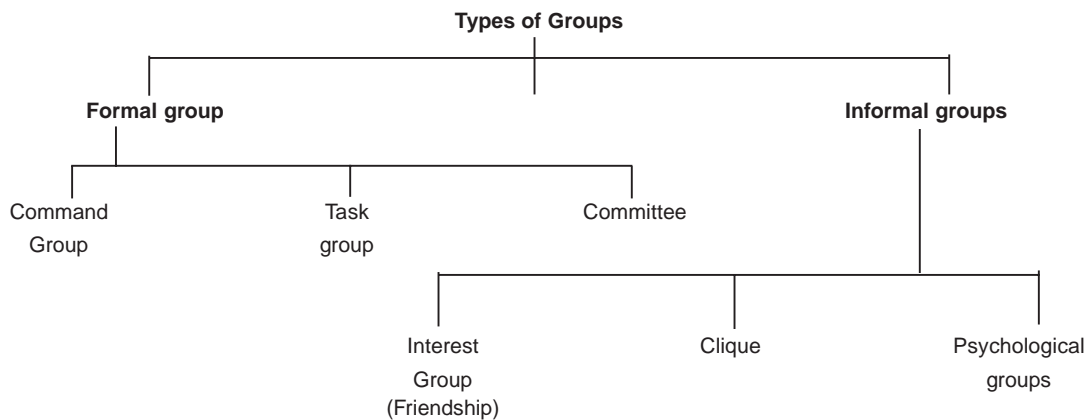


Fig. 10.1. Types of groups

Formal group is designated work group defined by the organizational structure. It is collection of employees who work together to contribute towards achievement of organizational objective. For example aircrew. Formal groups are formed based on the work and human resources required by skill, knowledge and experience to achieve organizational task. In a manufacturing unit, the organizational task is sub divided into groups and teams. Each group is composed of various members based on the human resource requirement. The members of the group report to a designated leader. They interact with each other on official level.

2. Command Group

It is formed to carry out a specific task. There is a leader in a group who is also designated by the organization. He receives orders from his superior and reports to him about group activities and performance. A task group is made up of individuals from across the functional areas. They work together to complete a job/task. Task group boundaries are not limited to its hierarchical superior. Once the task is complete the group members fall back to their respective parent groups/units.

3. Committee

The other form of formal group is committee. It can be of permanent or temporary nature. Planning committee, finance committees are of permanent nature, they keep working all along and have a designated authority to control the work. There are temporary committees, which are formed to accomplish a one-time works like committees formed at district levels to issue identity cards to citizens. They are formed for specific work and disbanded once they have completed their work.

Informal Groups

Informal groups are groups that are not formally organized in the work system to get the job done but develop on their own randomly at workplaces because of common interest and mutual liking of the group members. For example members of production department, body manufacturing department, HR department members and few individual from finance dept may form a friendship group. This development takes place because of the interaction they have with each other during the official work. Members from within one group or members from different departments or even an organization can form an informal group. The features of such groups are as under:

- (a) Informal groups are formed by various members themselves, it has no official sanctity.
- (b) These groups are formed based on commonality of culture, religious function, liking for each other and common interests.
- (c) Their contribution for success of formal group is immense if properly handled by official authority.
- (d) These groups evolve their own structure, elect their own leaders and have followers. They work based on group norms, social norms and code of conduct.
- (e) They represent the human side of an organization.
- (f) The group exist without any rigid rules. Their common interest is bond for existence.

Psychological Groups

We had earlier discussed 'emergent' behaviour that is related to behaviour of group members in informal group and involving themselves in various activities, interactions and sentiments based on common interests, value system and social bondage they develop. When such informal group members develop highest level of sentiments or affinity among themselves and become aware of each-others needs and potential contribution to further group objectives. these groups are called psychological groups. The distinct feature of such informal group is that the members become close knit, develops strong feeling of togetherness and get identified by the group. A feeling that 'we' belong to a particular group sets in deep into the behaviour pattern of all group members. At times the strength of informal group identity becomes so strong that the members are more loyal to their friendship group as compared to their normal group. The managers restructuring the task activities and using appropriate group processes should channel the emergent behaviours in such a way that will help organizations to achieve its goal. This phenomenon can be used effectively for the betterment of organizations. See Figure 10.2 below:

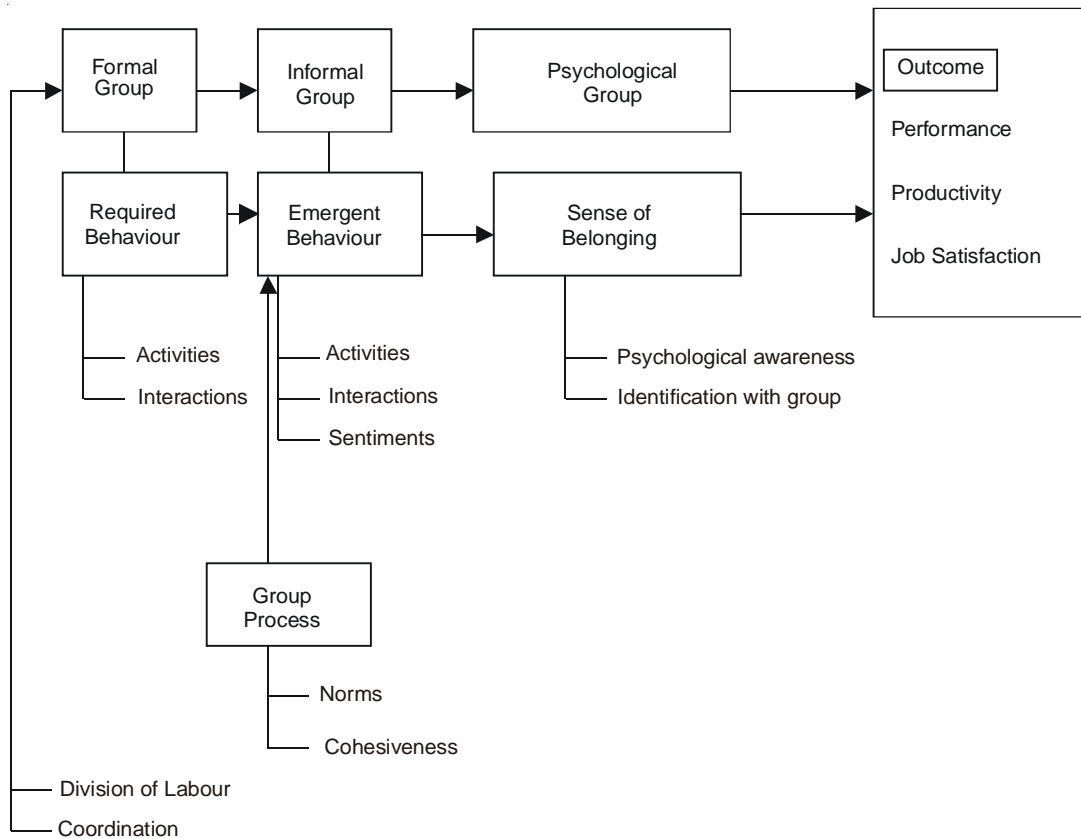


Fig. 10.2. Psychological groups

THEORIES OF GROUP BEHAVIOUR

Propinquity Theory of Group Behaviour (George Homans 1950-60)

Propinquity means affiliation which may be due to spatial or due to geographical proximity. Group Behaviour refers to activities, interactions and sentiments. In any organization, the behaviour of a group is analysed based on 'required' behaviour that refers to those actions the organization expects employees to perform effectively. It relates to the job that each group has to perform. The instructions for job performance are communicated to the group by way of job description, meetings, instructions by supervisors to the workers and other formal instructions that may be used from time to time. The managers expect that the employees follow these instructions in letter and spirit. While on the contrary, members of the group display an emergent behaviour. It refers to the activities the members get involved in the workplace which are of private nature and applicable to common interest of the members of the group. Whatever be the type of behaviour, each member is involved in various activities, carryout interaction with group members and develops sentiments. Let us see as to how does this phenomenon occur? Activities are those behaviours when a group member is involved with other member or group to perform his duties as is laid down in the work schedule. More complex the job and critical nature of work, more will be

the activities involved. These are certain activities like chatting or taking coffee together is called emergent activities that the group often gets involved. Activities that are required to be carried out officially with the other members of the group involves interaction. Group member also interact with other members on social platform, which may be called emergent behaviour that relates to feelings, beliefs and values held by group members. All these activities require interaction and exchange of knowledge, knowhow and ideas to perform. More of such interactions develop a bond of friendship (or even hate) among the group members. Apart from official side there are certain impersonal side of organizational systems and process that must be promoted for better group member relationship for higher productivity and conflict free organizational work environment.

Balance Theory

Balance theory was proposed by Theodore Newcomb that states **“persons are attracted to one another on the basis of similar attitudes and common interest relevant to some object or a group goal”**. See Figure 10.3 Below:

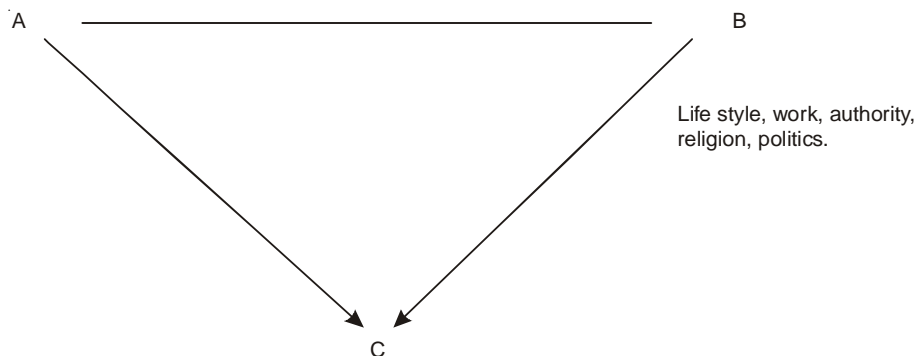


Fig. 10.3. Common attitude and value system

As long as there is a balance, the relationship lasts. If due to some reason an imbalance is created efforts are made by both to restore the balance by compromising. If that does not work the relationship breaks. Reasons for maintaining relationship is based on common interest in politics, religion, similar life style, authority etc. In the Organization interest, it is the responsibility of the manager to ensure effective functioning of the group.

Exchange Theory

Exchange theory is based on cost-reward relationship. Every individual before joining the group evaluates its outcome. If he feels that the outcome (reward) is greater than the cost he joins the group, he will form the part of the group. It should be noted that an individual joins group if a minimum positive level of outcome exists in order to establish attraction and affiliation to take place. The cost of relationship or affiliation is measured in terms of outcome that relates to fulfillment of various levels of needs of an individual.

Group Dynamics

Group dynamics is concerned with interaction and forces between group members in a social situation. Concept of group dynamics was first evolved by Kurt Lewin in 1930s who viewed the concept from the perspective of internal nature of group, why they form, how

they form, the structure of group, how they function and its effect on other group members, other groups and the organization. Following concepts are relevant for the study of group dynamic.

Norms

“Group Norms are set of beliefs, feelings, and attitude commonly shared by group members. These are also referred to as rules of standards of behaviour that apply to group members”. These are prescriptions of behaviour accepted and determined by the group. As per the Handbook of Industrial and Organizational Psychology, the Norm is defined as “acceptable standards of behaviour that are shared by the group members.” All groups have established norms, that is - norms tell members what they ‘ought’ and ‘ought not’ to do a thing under certain circumstances. From an individual stand point, they tell what is expected of them in certain situations. When agreed to and accepted by the group, norms act as a means of influencing the behaviour of group members with a minimum of external control. Norms differ among groups, communities and societies, but they all have them.

A study conduct by P.C.De La Porte showed that the group norms that are favourable to the organization were — organizational pride, team work, honesty, security, planning and customer relations. The norms about profitability and supervision were unfavorable to the organization (De La Porte, PC)². Behaviour of an individual as a group member must be acceptable to all the members, this will give an individual “Good standing” and recognition in the group. If norms are violated by an individual, corrective measures such as strokes are applied. In case the individual persist in his behaviour contrary to the group norms he will be totally neglected by other members and can even loose the membership of the group by way of total ignorance by other members of the group and thereby losing status in the group.

Types of Norms

Norms may differ from organization to organization, nature of work and the location. Following norms are generally found and practiced by all the organizations.

- (a) **Performance Norms:** Performance standard is set by the individual worker and approved by the superiors. These are general norms, industry standards prevailing in a particular type of industry and restricted to geographical limits. All the individuals are expected to fulfill their task within the stipulated time. If some worker is slow and can not cope up with the work load, is assisted by other group members. On the contrary if some worker produces more than what is required to do is reprimanded by the group members and discouraged to produce more than upper limits set by the organization so that management does not raise their expectations.
- (b) **Appearance Norms:** Appearance norms is related to dress code and code of conduct in the organization. In good organization dress while on work, dress for sports function or for dinner are laid down. In defence services such norms are inbuilt in the organizational culture. As regards to code of conduct, an individual is expected to be loyal and display total dedication to the organization he serves. Workers are not expected to report about fellow workers to the superiors. In the same way members are not expected to divulge company secrets to any other organization,

no matter how much tension prevails between workers and management. Group norms is a very powerful tool for high productivity and maintenance of peaceful relationship among the fellow workers.

- (c) **Behaviour Norms:** Guidelines for general behaviour are issued by the management so that all the employees display behaviour in an identical manner. These guidelines may cover various aspects relating to the work. This may include time management, punctuality, salutation, showing respect to the views of other members behaviour while on shop floor and level of professionalism that an individual should possess. These norms eventually take the form of organization culture and are very useful for bringing down the conflict or stress level among the group members

Development of Norms

Norms are developed over a long period of time. They ought to have sufficient time for it to be formalized and called as norms that can not be violated by group members. Explicit statement made by group members like “when going gets tough the tough gets going”. This may ultimately be a norm and members of a group would work overtime and utilize their full potential to resolve a critical situation and complete a job, which was tough. Critical events in the groups history may be called as norm. For example donation of blood by group member when required by another group member injured while on the work. Primacy refers to the first (initial) behaviour by one of the group members like ‘wishing smooth working on a turbine’ which has now become a norm and every member before going to the work wishes his fellow workers accordingly. Past experience is also important in forming a group norm, where a member brings with him good ideas from other organization like having lunch together.

Status

Status refers to the official position enjoyed by an individual in an organization. It is ‘importance’ and ‘deference’ that people give to others. People at higher level who have devoted themselves and brought credit to the organization enjoy higher status. They therefore exercise more control over their subordinates. Those who are more competent have more say in group decision making as compared to low status individual. All the members in a group do not enjoy equal status. Standing of a person in a group depends on various factors as mentioned below:

- Personal attributes
- Charismatic disposition
- Demographic characteristics
- Educational level, experience, length of service in the organization
- Expertise
- Proven track record in accomplishing group task.

In certain cultures female children are accorded low status. It has also been observed that in Indian culture, low status is accorded to the individuals coming from low caste system that is socially and legally incorrect. Influence of social, cultural and family background play a dominant role in according status to individual. Employee whose father is on the board of directors enjoys a special (high) status irrespective of his personal achievements.

Cohesion

Cohesiveness defines the degree of closeness that the members feel with the group. It identifies the strength of the members' desires to remain in the group and degree of commitment to the group. Cohesiveness of the group is reflected to the extent of unity displayed by the group members and adherence to the group norms. It is "WE" feeling displayed by the members of the group. Cohesion can be achieved when there is a feeling of attraction and adherence to group norms. Cohesiveness of a group can produce miracles in the organization if group objectives and organizational objectives are complementary to each other. If they differ then the group cohesiveness can be disastrous for the organization. For example if organization wants to improve sales by 10%, this can be achieved provided group is assured of deviants out of additional revenue accrued by additional sales. If no incentives are provided then the cohesiveness of sales group will become counter productive and dysfunctional for the organization. If the organization and the group can subscribe to the common goals, then the high cohesive group will be valuable. In such situation required and emergent behaviour of the group become identical. But if group does not subscribe to the organizational goals then the cohesive group will be detrimental to the organization's goal. In this situation required and emergent behaviour are incongruent and cohesive group become dysfunction to the organization. It is therefore important for a manager to use group cohesiveness to the best advantage of the organization by identifying group member goals and aligning the same with organizational goals.

Conformity

Members in the organization want to belong to a group for various reasons. **First** they want to belong to a group to fulfill the need of social security. The **second** reason is the conformity to group decisions in conflicting and confusing situation as a best bet. When individual belong to a group he abides by group norms and the group decision against one's own judgment. Individuals' need for affiliation is satisfied when an individual is fully accepted in the group by group members. In conflicting situation an individual goes by the decisions made by the group. Conformity with group norms and group decision provide an individual enough emotional strength to cope up with organization stress.

There are some individuals who have dominant ego factor, may not accept group decisions and therefore refuse to accept conformity. These individuals are called **deviants**. Such non-conformist have strong individual views and independent opinion on a particular issue. They can survive as group members for being non-conformist. They are subsequently isolated from the other members of the group.

Groupthink

Groupthink is a phenomenon in which the norms for consensus overrides the realistic appraisal of alternative course of action (Robbins OB 2000). Groupthink is a situation when all the members of a group are aligned to each other in the group and blindly abide by the group decisions. No external pressure is applied. In the process it has been seen that poor decisions are made by the group as no one resists the decision, groupthink phenomenon is bad for group decision making because group members don't take decisions based on rationality, non-use of available data, and over-estimation about ability. Too much of group cohesion is dangerous for equality decisions.

GROUP COHESIVENESS: Following factors contribute to group Cohesiveness. Refer Figure 10.4 below:

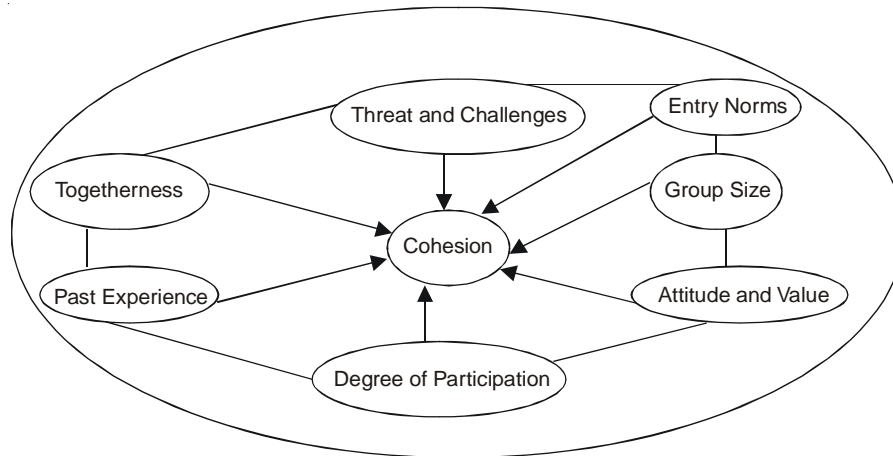


Fig. 10.4. Factors contributing to group cohesiveness

Togetherness

It is a natural tendency that people want to remain together. When they interact they know each other better and are attracted by their nature and behaviour pattern. People share their happiness and hardships and a bond of togetherness is formed. In organizational setting, people on the same floor, department, residing in the same colony, bus stop friendship are attracted to each other because of their close proximity. It will invariably be found that the people who are closely associated by virtue of even seating arrangement in the work-place share their views and display more cohesiveness than those who are located away.

Group Size

Cohesiveness of a group depends upon the close interaction of the group members with each other. In a large group it is not possible for the individual to communicate with each other hence there is a likelihood of a large group being less cohesive than the small group. In a work environment a small group is more effective. If a group is large, there is also a possibility of the formation of small sub-groups within a large group. This will lead to delusions of group norms and power politics within the sub-group, which is not desirable. Another interesting factor about group cohesion is the sex, whether the group consists of all male members or all female members. Studies showed that if all members were of the same sex then a small group had better cohesion than large ones (Robbins and Stephon)³. In a mixed group situation, even a larger group has a better cohesion because people like to be a part of a mixed group and are more interactive with opposite sex that increases group cohesion. What should be the optimum size for an effective group cohesion can not be decided, as other factors like attitude of group members and demographic factors play a decisive role. However 8 to 10 members could be an ideal group size for optimum group cohesion to be achieved. Beyond the above limit the cohesiveness of the group decreases gradually. Large groups are least cohesive.

Entry Norms

There are organizations whose membership is difficult to obtain. There are also clubs which are reserved for exclusive members of a particular background like Defence Services Officers club. Joining of such group elevates the status, position and members feel a sense of pride and accomplishment. Because the membership of such clubs is exclusive. At times, there is also a long waiting list to join such groups. More exclusive the group more cohesive it will be. More difficult to get entry, more cohesive the group would be.

Threat and Challenges

Every group has its objectives. It has been experimented that whenever there is a threat to disturb the group norm or group objective, group members get more united to protect the group objective from the party threatening the same. It will be noticed that external threat brings higher degree of cohesion to the group. In the fast moving world to day, the importance of group has increased many fold. Employees have sacrificed their perks and privileges to ensure higher productivity by adhering to group norms. For example employees in a well organized industry work beyond specified time to achieve group goals. Meeting higher challenges brings personal satisfaction to group members and higher level cohesiveness to the group they are part of.

Degree of participation in group Activities

Participation in group activities is important as it leads to more frequent interaction between group members. Success in group activities also bring cohesiveness as each of the participants feels that he has been the contributor for achievement of group goals. For example participation in sports team and achieving the victory.

Attitude and Value

“Birds of the same feather flock together”. Group members having identically attitude and high level of value system will behave themselves identically and promote group norms and achieve Cohesiveness. In such situation decision making and implementation of group task is comparatively easy . Conflict situations are avoided and a smooth sailing is achieved. Interest of the group is well protected due to cohesiveness of the group.

Relationship between Cohesiveness Performance Norms and Productivity

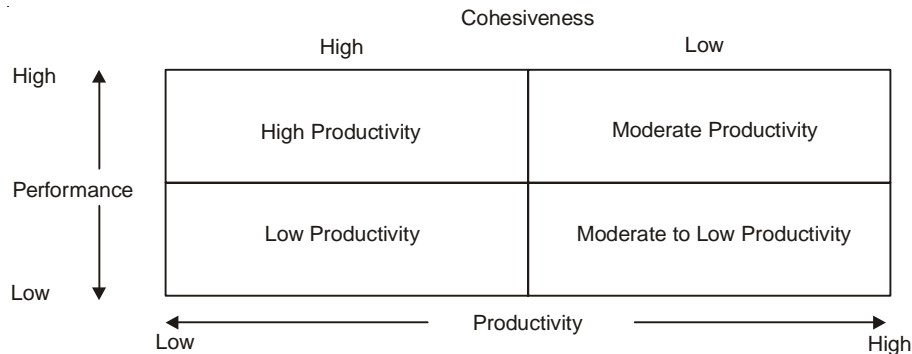


Fig. 10.5. Relationship between cohesiveness, performance norms on productivity

Study of cohesiveness is important because it has an impact on productivity of the organization. Relationship of group Cohesiveness, performance norms and productivity is given in Figure 10.5 above.

Performance norms are those work and behaviour related activities that have been accepted as norm like Cooperation, Quality of output, interpersonal behaviour etc. A cohesive group will be more productive than a less cohesive group. If cohesiveness is high and performance norms are low, productivity will be low thereby establishing the superiority of performance norms. If cohesiveness is low and performance norms are high, productivity will increase. When performance norms and Cohesiveness is low, productivity will fall.

To achieve group cohesiveness following suggestion are made (J L Gibson and J M Lvankevich)⁴

- (a) Small group have better Cohesiveness.
- (b) Encourage unilateral acceptance of group goals.
- (c) Time spent by members for group activities should be increased.
- (d) Increase status of group and group members.
- (e) Create an environment of perceived difficulty in attaining group membership.
- (f) Competition with other groups.
- (g) Introduce reward systems.
- (h) Physical Isolation of group increases cohesiveness.

Consequences of Cohesiveness: See Figure 10.6 below:

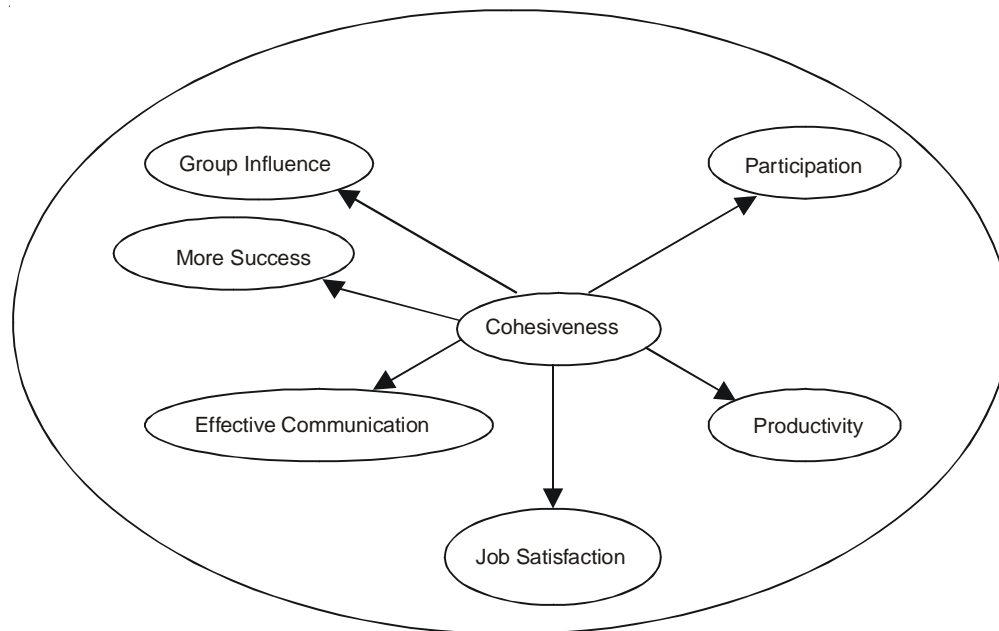


Fig. 10.6. Consequences of group cohesiveness

More Influence

Every group has a leader. If it is a formal group then the leader will be appointed by virtue

of organizational structure. If a group is informal and a leader is not nominated, then the leader will automatically arise due to various situations and requirements. Leader who apart from being appointed, exercises considerable influence over the group members is accepted as leader by the group members. Leader who is autocratic exercises even more power to handle the external situation. Leader must be sincere and care for the expectations of the group members. Leader's decisions will be accepted when he displays considerable amount of concern and well of the majority of members. For example, Leader's agreement with union on a particular issue would be accepted by members of the group if leader wields internal power over the group members.

Success

Group is formed to achieve a particular group objective. When achieving group objective, the personal objective takes a back seat. Group Cohesiveness and success are inter-dependant. When group is highly cohesive the success is almost assured. On the contrary if the group is not cohesive the members will display separate interests and fulfillment of group objective will merely remain as an objective and its accomplishment will be difficult. For example, take a crew of the passenger aircraft flying from Bombay to Paris. The objective is clear, there is a common objective, every member of the crew (group) is contributing to safe passage. Flight engineer, Navigator, pilot, attendants all are committed to achieve group goal and personal interest (goal) if any is kept aside. It is therefore necessary to achieve a high degree of cohesiveness by adopting to group norms and conforming to it to achieve success.

Participation

Once a high level of cohesiveness is achieved each member develops a sense of belonging to the group. He craves to be intensely involved in group activities. He also develops an intimate relationship with each member and consider the group as a family. The members participation gives an opportunity to fulfill social needs.

Increased Productivity

Group efforts is expected to bring better results than the sum total of individual efforts. Studies show that outcome is not only related to group cohesiveness but also to group compliance with organizational goals. According to Richard M Steers when group cohesiveness is high and acceptance of organizational goal is high performance will be high. Similar results would be expected for low Cohesiveness and high goal acceptance although the results may not be as strong. On the other hand performance would not be expected to be high when cohesiveness is high and goal acceptance is low. In this case, group efforts will probably be directed away from organizational goals valued by the group. Finally when both cohesiveness and goal acceptance are low, efforts will probably become dissipated leading to low productivity⁵.

Satisfaction. In a group environment satisfaction is guided by cumulative effect of external factors like respect for each other, support from group members, expert guidance, achievement and sense of safety in group environment. These factors bind members to each other and achieve cohesiveness. If members are not satisfied they would cease to be part of the group.

Better Communication. Members form a group, remain member of the group because of the value system they share with each other. By virtue of this an effective communication is evolved that reduces conflict to a large extent. Members of the group enjoy the freedom of action by virtue of respect for each other and the social relationship.

SUMMARY

Concept of group came in existence along with division of work. The group is collection of two or more individuals working for a common goal and are inter dependent. To achieve organizational objective the group has to accomplish its (group) objective so that the 'whole' is achieved. The same can be achieved by co-ordinating group activities. It is difficult for a manager to understand each individual because of different behavioural patterns of the members. Concept of Group dynamics was first introduced by Kurt Lewin in 1930s. There are two types of groups. These are formal group of which command group, task group and committee form the part. The second type of group is informal group. This contains interest group, clique and psychological group. There are various theories of group behaviour. Homans proposed Propinquity theory of group behaviour. The theory deals with activities, interactions and sentiments of individuals that leads to affiliation caused due to spatial or geographical proximity. It has been observed that individuals display required or emergent behaviour in work environment. Second theory of group behaviour was introduced by Theodore Newcomb called 'balance theory'. The theory explains as to how people are attracted to each other based on common attitude and value system. This may include life style, work, authority, religion and politics. Exchange theory deals with affiliation that takes place based on cost-reward relationship that is measured by psychological aspects like feelings anxiety and so on.

Following concepts are relevant for the study of group dynamics. These are as under:

Norms are set of beliefs, feelings, attitudes commonly shared by group members. Norms are of various types. These are performance norms, appearance norm and behaviour norms. Development of norms is a continuous process and are based on behaviour displayed by various members of the group on various occasions. These include explicit statement made by group members, critical events in the life of the group, primacy of behaviour and the past experience. **Status and cohesiveness.** Cohesiveness identifies the strength of the members' desire to remain in the group and degree of commitment displayed by them. Cohesiveness of a group can be developed by conforming to the group norms by according secondary position to individual interests as against the group interests.

Groupthink is a phenomenon in which norms overrides any alternative course of action if a group is required to be strong. Togetherness, group size, entry norms and ability of group members to face threats and challenges posed by various situations. Degree of participation in group activities, attitude and value displayed by the group members are also important for group cohesiveness.

There is a close relationship between cohesiveness, performance norms and productivity. For high productivity a group must ensure high cohesiveness and high performance norms.

Low performance norms will lead to low or moderate productivity. A highly cohesive group displays, greater participation in group activities, higher productivity, more influence among group members, effective communication, more success in the organizational mission and above all a higher job satisfaction.

TEXT QUESTIONS

- Q. 1 Explain the concept of group.
- Q. 2 What are various types of group?
- Q. 3 Explain various theories of group behaviour.
- Q. 4 Study of norms and status is essential for the study of group dynamics. Explain.
- Q. 5 “Cohesiveness is the degree of closeness that the members feel with the group”. In the light of the above statement explain cohesiveness and factors contributing to it.
- Q. 6 With the help of a diagram explain relationship between group cohesiveness, performance norms and productivity.
- Q. 7 What are the various consequences of group cohesiveness.
- Q. 8 Why people join group. Explain.

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Case

Balchandra belongs to an economically backward family. He is the only educated member of his family. With much difficulty he could complete his matriculation, earning the credit of first matriculate in the family. His approach and behaviour can be seen as subjected to his economic handicap. Though he has a little inferiority complex and is a little introvert, he is hardworking. At the age of 22 he has joined a public sector organization as a junior clerk. While in service, he has completed intermediate, B.A. and M.A. He has then been promoted to the post of a senior clerk. Being ambitious, he has expected to get a better promotion. Hence he worked hard. He took a management diploma also.

All the four unions in the organization have asked him to join their unions, which he did not take heed. Hence all the union leaders are unhappy with him, while his colleagues have a jealousy. He has been sincere and hard working. Though he has not joined any of the unions, he has tried to keep moderate relations with all of his colleagues. However, the union activists and some of his coworkers have kept some sort of grudge and whispered against Mr. Balchandra.

Considering the hardworking nature and additional qualifications, Balchandra has been promoted to a junior executive position. But as soon as he took charge the union leaders have protested against the promotion. They have interpreted it as an incentive for not joining the union. As a result of their strong protest, the promotion order is cancelled within a week. It was a great blow to Balchandra. Earlier he was working with the Research & Development Dept., which was according to his liking. But after being reverted, he has been placed as a senior clerk in the Accounts department, where his supervisor has been

one of his strongest critics. Moreover, he did not like accounting work; and he could not get job satisfaction in the new position.

His adversaries have rejoiced, while he lost interest. He started showing disinterest in the work, and has become irregular in attendance. Gradually, he became disgruntled and moody, and started absenting frequently. Accounts section supervisor has not waited to call for explanations of Balchandra a number of times, which adversely affected his morale. He lost hopes and applied for casual leave for three days, he left the office without waiting for the sanction of the casual leave. He did not care to report back for duty even after three days. The Accounts section supervisor and other union leaders have promptly approached the personnel manager on the 15th day of his absence with a detailed note of the case and a recommendation from the Accounts Departmental head to serve a show cause notice on Balchandra, to conduct a departmental enquiry and to finally remove him from service.

The union leaders have persuaded the Personnel Manager to promptly act on the recommendation of the Accounts Dept. Head. Some of Balchandra's friends have informally reported the matter to his family, which is perturbed too much because Balchandra is the sole bread-winner of the family. A detailed analysis of the line of events throws light on group behaviour, interaction of individual and group behaviour, morale and job satisfaction of Balchandra in the context of the line of events, group dynamics, conflict between individual goal and group goal, lack of cohesion and its reasons, etc. We shall also consider the questions like : Is there anything wrong with Balchandra ? Which are the various groups with which Balchandra is associated ? Can we remark that the behaviour and approach of the various groups have been correct? What would be the appropriate action on the part of the personnel manager in the particular situation ? Is it possible to motivate Balchandra and to improve morale, cohesiveness, and job satisfaction in the existing situation?